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**W. Douglas Parker**  
Chairman and Chief Executive Officer

June 20, 2013

The Honorable Kay Hagan  
The Honorable Richard Burr  
United States Senate  
Washington, DC 20510

Dear Senators Hagan and Burr:

Yesterday I had the opportunity to testify before the Senate Commerce Committee about the proposed merger between US Airways and American Airlines. There was one unfortunate and inexplicable part of the hearing that may have come to your attention related to our operation in Charlotte. A statement from GAO was provided for the record that included the following statement:

“The two airlines do not share any airport hubs; therefore, the amount of airport market share overlap that currently exists at these hubs is relatively small but could grow at some hubs while contracting at others under a merger. For example, New York could serve as a better hub and international gateway than Philadelphia in the Northeast, while Miami could be a better hub than Charlotte in the Southeast.”

Quite simply, that statement has no basis in fact. Miami is a strong local market and a fabulous gateway to Latin America. But there is no way it could replace our Charlotte hub with its ideal geographic location, strong local market, excellent infrastructure, and competitive costs. Please see the statement below that we issued yesterday to make sure no one had any doubt about where we stand on Charlotte.

“Charlotte is a key part of the new American Airlines. With increased connectivity, CLT will be a key hub in the combined airline’s global network, resulting in more travel options for North Carolina customers. The combination of American Airlines and US Airways brings together two highly complementary networks with access to the best destinations around the globe. We remain committed to maintaining the current nine hubs of both American and US Airways. Importantly, our combined network will offer more origins and destinations through each hub, resulting in more travel options for customers and benefits for communities.”

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Page Two

I only write because I didn't want silence on this point to imply any kind of agreement. We have been so grateful for your support over the years and look forward to continuing to provide North Carolina the kind of service and attention that it so richly deserves.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Parker". The signature is fluid and cursive, with the first name "Doug" and last name "Parker" clearly distinguishable.

Doug Parker